



“Strengthening Public Safety in Our Communities  
through Excellence in Corrections”

## **FIVE-YEAR STRATEGIC PLAN FY 2005 to FY 2009**

**DORA B. SCHIRO  
DIRECTOR**

**Department of Corrections  
Five-Year Strategic Plan for FY 2005 to FY 2009**

| <b><u>SUBJECT</u></b>                                       | <b><u>PAGE</u></b> |
|---|--------------------|
| <b>Overview</b>   | <b>3</b>           |
| <b>ADC Vision and Values</b>                                | <b>4</b>           |
| <b>ADC Mission, Description, Customers and Stakeholders</b> | <b>5</b>           |
| <b>ADC Professional Principles and Code of Conduct</b>      | <b>6 – 7</b>       |
| <b>Overview, ADC Strategic Issues and Goals</b>             | <b>8</b>           |
| <b>Strategic Issues 1 – 4 and Goals 1 – 10</b>              | <b>9 – 15</b>      |
| <b>Resource Assumptions</b>                                 | <b>16</b>          |
| <b>ADC Measures of Success</b>                              | <b>17 - 20</b>     |

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

**Overview**

Management and labor representatives in the Arizona Department of Corrections (ADC) came together during the Fall of 2003 and again in the spring of 2004 to prepare the agency's Five-Year Strategic Plan as is required by Arizona Laws 2002, Chapter 210 (SB 1436).

The ADC Strategic Plan (the Plan) is the process by which the Department develops clear, simple and "evidence-based" programs and outcomes. The Plan sharpens the Department's focus, consolidates our activities, and harnesses our energy for maximum results which continue to build an ADC system that incorporates the field's best practices into an agency that is secure, ensures the public's safety, and prepares offenders for their release as civil and productive citizens well before the conclusion of their sentence and release to the community.

The Plan's outcome-oriented design takes a long-term approach to public safety, emphasizes efficient processes and effective practices, and employs problem-solving strategies that reduce the cost of government. The four strategic issues presented in the Plan and their nine goals maximize staff, space, time and other basic resources for the public's benefit, and are critical in helping ADC fulfill its mission to provide the longest lasting public safety.

The Department's "Parallel Universe" approach to Re-Entry preparation has many proven benefits. It is shown to reduce costs associated with prison expansion through the successful reduction of recidivism and revocation rates that shape the number and nature of the inmate population. Parallel Universe also promotes a safe and civil environment, in which offenders develop core competencies and practice pro-social decision making through programming that imparts our communities' core values. Parallel Universe emphasizes pre-release preparation, is future focused, and victim friendly. It empowers a professional correctional workforce to make change happen in every prison. Its enriched continuum of sanctions, supervision strategies, and program services also support a system that shapes newly released offenders to be more likely self-sustaining and law-abiding citizens and less likely to relapse, to have their parole revoked or to re-offend.

The Department relies on excellence and professionalism in its workforce to maintain safety and security in its correctional facilities and its field operations, and to effectively introduce and successfully implement the Parallel Universe approach to improve the state's correctional outcomes. To this end, the Department renews its commitment to improve the quality of work life for employees, increase its staff development and training endeavors, empower supervisory and subordinate personnel alike to make change happen, and to employ proven strategies to improve recruitment, retention and recognition of its correctional professional workforce.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

**Agency Vision**

“Strengthening Public Safety in Our Communities through Excellence in Corrections”

**Agency Values**

- Prizing staff as our most valuable resource.
- Rewarding staff performance that contributes to our shared values, mission, and goals.
- Treating every person with integrity and respect.
- Promoting a high quality of work life.
- Affirming leadership and professionalism are responsibilities shared by all employees.
- Holding each individual accountable for their actions.
- Empowering all individuals to contribute.
- Celebrating our successes.
- Learning from our mistakes.
- Providing an environment in which everyone can be safe, civil, and productive.
- Remembering people can change when provided opportunity and positive reinforcement.
- Offenders are responsible to repair harm they caused to crime victims.
- Treating all crime victims with fairness, respect, and dignity.
- Incorporating Restorative Justice in our corrections policies and processes.
- Developing meaningful community partnerships.
- Always using scarce resources wisely.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

**Agency Mission**

The Arizona Department of Corrections recruits and recognizes a well-trained, professional work force to serve and protect our communities and their crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration of ex-offenders as civil, productive citizens.

**Agency Description**

The Department serves and protects the people of the State by incarcerating inmates in its correctional facilities, and supervising released offenders in the community in keeping with the field's best practices notably periodic needs and risk assessments and commensurate levels of supervision and program services that promote literacy, employability, sobriety and accountability to crime victims, thereby reducing the likelihood of relapse, revocation and recidivism and increasing the likelihood the felon population will be law-abiding, productive citizens when their sentence is served and they are released.

**Agency Customers and Stakeholders**

The following groups are all ADC's customers and stakeholders.  
The list is not in any particular order and is not all inclusive.

- |  |  |
|--|--|
| • Arizona Citizens and Taxpayers                                       | • Executive, Legislative and Judicial Branches of government |
| • Crime Victims and their Families                                     | • Government Committees                                      |
| • Employees  | • Federal, State, and Local Agencies                         |
| • Employees Families   | • Municipalities   |
| • Employee Organizations   | • Neighborhood crime watch groups                            |
| • Correctional Volunteers  | • Educational Institutions                                   |
| • Offenders  | • Private Sector Partners                                    |
| • Family and Friends of Offenders                                      | • Contractors  |
| • Community Service Organizations that help Offenders and Ex-offenders | • Media/Press  |
| • Offender Advocacy Groups   | • Future Generations   |

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

*As employees of the Arizona Department of Corrections, we strive toward excellence in our every action, following the agency's Professional Principles which guide us in making ethical decisions and acting in an ethical manner and adhering to our code of conduct for correctional professionals.*

**Professional Principles**

- We abide by all of the laws of the United States and the State of Arizona and model the profession's highest ethical and moral behavior at all times.
- We perform all of our work assignments in a responsible manner because the public's trust and confidence in the department rests with each of us.
- We are always diligent in the performance of our duties because our every action affects the safety and security of others.
- We expect proficiency and strive for excellence in our work performance.
- We pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- We are teachers and leaders.
- We are professional in all that we say and do in the workplace.
- We report misconduct.
- We celebrate others' successes.
- We communicate honestly and appropriately in word and action.
- We recognize and respect the similarities and differences in those who work with us and those who we serve.
- We treat everyone with respect and fairness.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

*As an employee of the Arizona Department of Corrections, I strive toward excellence in my every action, following the agency's Professional Principles which guide me in making ethical decisions and acting in an ethical manner and adhering to our code of conduct for correctional professionals.*

**Code of Conduct**

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in the Department rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
- I treat everyone with respect and fairness.

**Department of Corrections  
Five-Year Strategic Plan for FY 2005 to FY 2009**

**Overview, Agency Strategic Issues and Goals**

**STRATEGIC ISSUE 1: Improving public safety *now* through facility and field operations by employing Corrections' best practices.**

**GOAL 1:** Ensure agency personnel are knowledgeable and proficient in the Department's core competencies and adhere, without exception, to all core policies and procedures.

**GOAL 2:** Create an environment for the offender population throughout their sentence to ADC that instills and reinforces civil and productive behavior.

**GOAL 3:** Provide a continuum of sanctions, supervision strategies, and program services that facilitates released offenders to become self-sustaining and law-abiding citizens.

**STRATEGIC ISSUE 2: Improving public safety *later* by reducing offenders' relapse, revocation and recidivism**

**GOAL 4:** Prepare offenders throughout their sentence to ADC to successfully reenter society and remain crime free and self-sustaining.

**GOAL 5:** Release inmates and discharge parolees as civil and productive ex-offenders.

**STRATEGIC ISSUE 3: Recruiting, retaining, and recognizing excellent ADC staff to represent this flagship agency.**

**GOAL 6:** Attract, hire and retain a qualified, professional and diverse workforce, and recognize their contributions to the achievement of the Department's mission, goals and objectives.

**GOAL 7:** Provide a continuum of state-of-art pre-service, in-service and career development training programs that prepare the ADC workforce to assume and perform their duties with excellence.

**GOAL 8:** Provide an environment that affects and sustains cultural change and improvement.

**STRATEGIC ISSUE 4: Providing victim-focused and victim-friendly services to crime victims and survivors.**

**GOAL 9:** Expand victims' access to the Department, provide meaningful contact for victims with offenders, and offer credible support services to victims and their families.

**GOAL 10:** Provide opportunities for offenders to be involved in victims' focused activities that will help them better understand the impact of their criminal conduct on crime victims and to make amends for their unlawful behavior.



## **Department of Corrections Five-Year Strategic Plan for FY 2005 to FY 2009**

### **STRATEGIC ISSUE 1: Improving public safety *now* through facility and field operations by employing Corrections' best practices.**

In FY2003, ADC admitted 17,373 new offenders, 45% of which were probationers and recent releases from prison to community supervision that failed to comply with the conditions of community supervision. With a designated bed capacity of 26,926 and an offender count of 30,898, ADC had a deficit of 3,970 beds and was operating at 115% of its capacity on June 30, 2003. And, of the total number confined only 53% of the population eligible for full time programming was productively engaged. The immediate impact of limited productive programming on the department's overcrowded prisons and under funded field offices increases the likelihood of more inmate-on-inmate and inmate-on-staff violence and less pre-release preparation resulting in greater rates of failure during and after incarceration. To operate a correctional system of overcrowded and poorly designed prisons and a community corrections unit short on intermediate sanctions efficiently and effectively, every work location must press for excellence, complying in full with Department policy and procedure, and every correctional professional in ADC performs his duties proficiently. Reinstating agency critical self-assessment, ensuring all staff's mastery of core competencies, and improving core security practices, will improve public safety now.

#### **Strategies:**

##### **To be completed in FY2005**

1. Develop a prioritization plan for deactivation of temporary beds in conjunction with activating permanent or provisional beds.
2. Develop a master plan including deactivation of certain (emergency) beds.
3. Adopt a Back to Basics (B2B) approach to staff development and training by validating staff's proficient performance of core competencies through practical and written tests annually and providing On-the-Job Training (OJT) and On-the-Job Retraining (OJRT).
4. Adopt a Back to Basics (B2B) approach to auditing by tasking ADC subject-matter experts to participate in peer-review assessments of every complex every year.
5. Standardize the Field Training program system-wide incorporating ADC's best practices, and effectively utilize Field Training Officers.
6. Develop a specific plan to introduce staff to the Parallel Universe approach and initiate training on its core practices and incorporate into pre-service and in-service instructional programs.
7. Complete a comprehensive analysis of the ADC offender classification system for all offenders assigned to correctional facilities and field offices.
8. Adopt a valid classification system suitable for male and female offenders.
9. Institute as many short-term improvements in the agency's risk assessment for offenders on community supervision ASAP as needed.
10. Institute as many short-term improvements in ADC's risk assessment for inmates assigned to certain work assignments in the correctional facilities and community work programs ASAP.
11. Review the ADC offender disciplinary system, determining its strengths and weaknesses, and implement changes as necessary.
12. Identify offender supervision and programming strategies suitable for female offenders.
13. Improve Community Corrections' electronic monitoring with updated technology to better manage at-risk offenders.
14. Improve and expand the continuum of sanctions and services for community corrections to reduce arrests and technical violations.
15. Develop budget request to implement an automated offender management system.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

16. Offset the impact of overcrowding and reduce idleness by identifying the “programmable” population and establishing additional “work” assignments to assign all eligible offenders on a part time or full time basis in part, by developing victim-focused restorative justice activities and by expanding community service and support (as examples, tutors and suicide prevention aides) opportunities.
17. Publish benchmarks and enforce utilization of universal definitions.
18. Monitor population management trends by custody level (unit), complex, and field office to improve ADC systems including inmate complaints (grievances, Family & Friends contacts and lawsuits), inmate major and minor rule violations, assaults (inmate-on-inmate and inmate-on-staff), uses-of-force, percentages of programmable inmates “employed” full and part time.
19. Implement action plans and request funds to address Blue Ribbon Panel (BRP) recommendations and Opportunities for Improvement (OFI).

**To be completed in FY2006**

1. Complete BRP/OFI action plans in conjunction with resource availability.
2. Begin installation of an automated offender management system.
3. Adopt a Back to Basics (B2B) approach to systems assessments of agency infrastructure including classification, inmate banking, and personnel practices as examples.

**To be completed in FY2007**

1. All “programmable” inmates will be fully assigned on a full or part time basis as appropriate to school, work, and/or treatment.
2. Complete installation of automated offender management system.

**Ongoing**

1. Increase public awareness and understanding of ADC via media/press and speakers bureau/publications.
2. Identify all potential Sexually Violent Persons among the offender population and ensure that all offenders who meet the criteria are referred to the County Attorney no more than six months, but not less than 30 days, prior to release.
3. Identify all offenders requiring sex offender registration and or community notification and complete all requirements in accordance with law prior to offender’s release.
4. Collaborate and share resources with other community emergency preparedness systems.
5. Partner with community and government organizations for resource development.
6. Fully utilize existing treatment space, program slots, and staff time.
7. Identify root causes of legitimate inmate complaints and institute systemic changes.
8. Monitor ADC activities and outputs for compliance and regularly publish ADC outcomes.
9. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field’s best and next practices.

## **Department of Corrections**

### **Five-Year Strategic Plan for FY 2005 to FY 2009**

#### **STRATEGIC ISSUE 2: Improving public safety *later* by reducing offenders' relapse, revocation and recidivism**

In FY 2003, approximately 45% of all offenders sent to ADC had been under community supervision but were admitted or returned to custody as a result of technical violations. The remaining 55% were sentenced to prison for new felony offenses. Few of these new admissions were first time offenders and most had prior arrests or placement on probation. About 75% of all offenders used drugs and alcohol at the time of arrest and required substance abuse intervention. Offenders' ability to take care of themselves and their families upon release from prison has not been an agency priority for some time. The high rate of relapse to drugs and alcohol, technical revocations from probation, parole, and community supervision, and recidivism require our immediate attention. The Parallel Universe approach to pre-release preparedness emphasizes offenders' responsibility to self and accountability to others to live civil and productive lives and redirects ADC resources to pre-release preparation to reduce relapse, revocation and recidivism.

#### **Strategies:**

##### **To be completed in FY2005**

1. Develop a process by which all high-risk offenders are identified and prioritized for placement in appropriate facilities and programs using a risk assessment system.
2. Integrate and expand existing pre-release and transition programs to serve the largest possible and unified eligible offender population.
3. Streamline and automate data reporting systems to support program decision making; that is, focus on targeting meaningful data instead of "noise."
4. Ensure at least 10% of all offenders are randomly tested monthly for drug or alcohol use.
5. Finalize three-year plan to fully implement mandatory school-work-treatment components of Parallel Universe so that all eligible inmates are programmed full time.
6. Finalize three-year plan to fully implement mandatory "leisure-time" components of Parallel Universe.
7. Develop parameters for Level-1 program in anticipation of operation beginning fall 2004 including adoption of direct supervision and unit management appropriate for male and female inmates.
8. Implement a step-down process and re-entry to general population for validated STG members, certain sex offenders, and foreign nationals.
9. Draft legislation and develop Halfway-In Program for probationers at risk of revocation.
10. Develop policies and processes to address placement of homeless offenders.
11. Consolidate and implement an intake program and classification process utilizing a needs/risk model that isolates drivers of criminality.
12. Revise and deliver staff pre-service and in-service training, emphasizing core correctional competencies and introducing Parallel Universe principles at the Correctional Officers Training Academy (COTA) and by FTOs.
13. Expand UA testing to 15% to include at-risk offenders, inmates on outside work assignments, and for cause for targeted testing; refer all positive urinalyses and breathalyzers for re-assessment; then to appropriate mandatory substance intervention.
14. Implement remaining action plans to resolve BRP recommendations and OFI.

##### **Ongoing**

1. Encourage staff to become involved in their local community, recognize those who are.
2. Develop constituencies in the public and private sectors to advocate for ADC's activities.
3. Monitor ADC activities and outputs for compliance; regularly publish ADC outcomes.
4. Develop needed community resources to ensure all releasees receive timely services.
5. Evaluate and adopt-adapt as appropriate the field's best and next practices.

## **Department of Corrections**

### **Five-Year Strategic Plan for FY 2005 to FY 2009**

#### **STRATEGIC ISSUE 3: Recruiting, retaining, and recognizing excellent ADC staff to represent this flagship agency.**

Funding constraints have impacted recruitment and retention efforts as current pay scales make it difficult to hire adequate numbers of qualified staff. Limited pay and career opportunities and a lack of recognition for positive performance exacerbate the turnover rate of ADC employees. Today, it costs \$10,063 to recruit and train a new Correctional Officer. ADC loses approximately 1,000 COs annually, a cost of over \$10 million every year. Department-wide, the years of service in rank for line staff and supervisors have diminished and as a result, fewer staff is as proficient in core correctional practices and supervisory skills. It is essential that we find and keep excellent corrections professionals. Strategies that proactively address recruitment, retention, and recognition of a professional workforce and provide the training necessary for staff to perform their duties as an excellent cadre of correctional employees, shall be universally adopted.

#### **Strategies:**

##### **Recruitment**

1. Use Arizona Peace Officers Standards & Training (POST) approved certification/re-certification testing for eligible COs with previous experience in lieu of COTA training.
2. Evaluate impact of locations and schedules for pre-service instruction on recruitment.
3. Analyze and improve the hiring processes including RUSH to make it more efficient and effective.
4. Offer competitive compensation.
5. Employ applicants whose psychological assessment scores are at or above average.
6. Develop a reserve officer program.
7. Implement action plans to address BRP recommendations and OFI.

##### **Retention**

1. Predicated upon adherence to Code of Conduct and Professional Principles on/off duty.
2. Adopt an equitable pay plan that also resolves compression and promotional disparities.
3. Improve communication between management and line staff.
4. Improve employee development for promotions (selection, training, hiring, supervision, and evaluation).
5. Provide better process training on the rights and responsibilities of employees for staff.
6. Better prepare new Correctional Officers for working in a prison environment in part by reinstating the Cadet and Correctional Officer I classes.
7. Implement institutional work place tours for all employees and their families.
8. Review quality of work life issues.
9. Develop a reception/orientation and ongoing mentoring program for new employees.
10. Establish a "master" class in every rank to recognize and reward exemplary uniformed and non-uniformed line staff and supervisors.
11. Encourage progressive movement by staff within and between job classifications and divisions to cultivate a well-rounded work force.
12. Create and maintain an organizationally safe environment, free of harassment and retaliation.
13. Create and maintain an organization that promotes personal growth and professional development.
14. Review and revise CISD process to include follow-up and referral as needed and integrate crime victim services for staff who are victims of crime on/off duty.
15. Evaluate and modify 601 (administrative investigations) and 508 (discipline) processes.
16. Monitor employment trends by unit, complex, and field office to improve ADC systems including staff complaints (grievances, EEOC filings, ADC office of labor relations

## **Department of Corrections**

### **Five-Year Strategic Plan for FY 2005 to FY 2009**

contacts and lawsuits), staff major and minor rule violations, vacancy and turnover rates, and prevailing wages in comparable in-state sister agencies and sister states.

17. Implement action plans to address BRP recommendations and OFI.

#### **Recognition**

1. Create a system-wide formal recognition program and promote an environment that encourages positive recognition for contributions to ADC values, mission and goals.
2. Continue participation of line staff at planning/executive meetings.
3. Develop Department-wide recognition for good attendance with recognition leave, etc.
4. Revise Performance Appraisal for Correctional Employees (PACE) evaluation system.
5. Establish Department-wide program to recognize longevity and performance.
6. Revise and implement action plans to address BRP and OFI recommendations.

#### **Staff Development**

1. Review and revamp ADC's administration and organization of training programs to integrate and improve staff training and career development.
2. Adopt B2B approach to staff assessment and training.
3. Establish FTO for new Correctional Officers, and an OJT/mentoring program for new staff of other classifications, including contract employees.
4. Review in-service training (include line staff) and create one training structure.
5. Implement action plans to address BRP recommendations and OFI.
6. Expand tuition reimbursement to cover professional training certificate programs including POST and required continuing education activities.

#### **Ongoing**

1. Monitor ADC activities and outputs for compliance and regularly publish ADC outcomes.
2. Develop formal process to acquire, evaluate, disseminate and adopt-adapt as appropriate the field's best and next practices.

# **Department of Corrections**

## **Five-Year Strategic Plan for FY 2005 to FY 2009**

### **STRATEGIC ISSUE 4: Providing victim-focused and victim-friendly services to crime victims and survivors.**

ADC has had limited involvement with victim services and none with restorative justice programs but seeks to significantly increase its involvement in this area. Currently, crime victims are often unable to obtain timely, reliable information about offenders and to secure court-ordered restitution. Opportunities for offenders to accept responsibility for their criminal conduct, express remorse, and repair the harm they caused crime victims is also lacking and should be developed and instituted. ADC commits to pursuing restorative justice programs that are victims-focused and services that are victims-friendly to better serve the crime victims community, and engaging offenders in activities that mitigate the harm they have done to others.

#### **Strategies:**

##### **To be completed in FY2005**

1. Establish an office of comprehensive victims services so that crime victims have personal contact with ADC and inquire about the status of the offender, obtain information about ADC operations, and participate in ADC victims' programs.
2. Establish a Crime Victims' Advisory Council.
3. Improve the current crime victims' automatic notification process (VINES) and add trained staff to respond in person.
4. Develop a victims' service web page in English and Spanish.
5. Develop partnerships with crime victims' assistance organizations such as the Arizona Coalition serving those affected by DUI (including MADD), Domestic Violence, Homicide, and Sexual Assaults.
6. Identify and train facility liaisons to the victims' community.
7. Develop pre-service and in-service training segments for staff.
8. Develop a notification and response process to provide crime victim services to staff who are victims of crime in the workplace.
9. Implement action plans to address BRP recommendations and OFI.

##### **On-going**

1. Develop an outreach program to develop public support for victims' services and victims' issues.
2. Develop media messages on victims programs and services.
3. Develop and distribute prevention education (i.e. videos on sexual predators).
4. Partner with prosecutors' offices (county attorney, attorney general).
5. Promote a victim-sensitive culture throughout ADC and its partner agencies in criminal justice and law enforcement.
6. Improve the restitution process and increase enrollment of eligible inmates.
7. Increase collection of court-ordered restitution.
8. Develop annual ceremonies in recognition of victims' rights week.
9. Draft legislation to address system deficiencies; as examples, rape shield law, confidentiality for on-duty correctional employees who are crime victims.
10. Monitor ADC activities and outputs for compliance and regularly publish ADC outcomes.
11. Evaluate and adopt-adapt as appropriate the field's best and next practices.
12. Implement action plans to address BRP recommendations and OFI.

##### **Restorative Justice Programs**

1. Provide offenders part and full-time work and part-time leisure opportunities in each facility to express remorse to the victim community through restorative activities that are developed in conjunction with victims organizations in prisons' host communities.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

2. Establish a community-based Re-Entry Advisory Panel for prison releasees.
3. Establish victim impact panels in every facility and field office.
4. Facilitate individual offender and victim dialogue where practical and feasible.
5. Expand opportunities for offender participation in charitable campaigns and activities.
6. Regularly schedule fundraising opportunities in which offenders participate.
7. Monitor ADC activities and outputs for compliance and regularly publish ADC outcomes.
8. Evaluate and adopt-adapt as appropriate the field's best and next practices.
9. Implement action plans to address BRP recommendations and OFI.

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

**NOTE: THE FOLLOWING RESOURCE ASSUMPTION PROJECTIONS  
(CALCULATED IN CONSTANT DOLLARS) ARE ESTIMATES ONLY, AND WILL  
CHANGE BASED ON INFLATION AND ECONOMIC CONDITIONS.**

| <b>Total of all Strategic Issue Resource Assumptions</b> |                              |                              |                               |                         |                         |                         |
|--|------------------------------|------------------------------|-------------------------------|-------------------------|-------------------------|-------------------------|
| <b>(calculated in nominal/constant dollars)</b>          | <b>FY 2004 Appropriation</b> | <b>FY 2005 Appropriation</b> | <b>FY 2006 Budget Request</b> | <b>FY 2007 Estimate</b> | <b>FY 2008 Estimate</b> | <b>FY 2009 Estimate</b> |
| Full Time Equivalent (FTE)                               | 10,039.4                     | 10,322.4                     | 11,378.9                      | 11,783.2                | 12,174.8                | 12,579.5                |
| General Fund   | 605,322,800                  | 620,945,800                  | 920,945,800                   | 957,783,632             | 996,094,977             | 1,035,938,776           |
| Other Appropriated Fund                                  | 42,614,600                   | 42,354,600                   | 42,354,600                    | 42,354,600              | 42,354,600              | 42,354,600              |
| Non Appropriated Fund Expenditures                       | 32,054,900                   | 32,054,900                   | 32,054,900                    | 32,054,900              | 32,054,900              | 32,054,900              |
| Federal Funds Expenditures                               | 8,481,700                    | 42,190,890                   | 9,031,856                     | 9,031,856               | 9,031,856               | 9,031,856               |
| Agency Total Funds                                       | <b>688,474,000</b>           | <b>737,546,190</b>           | <b>1,004,387,156</b>          | <b>1,041,224,988</b>    | <b>1,079,536,333</b>    | <b>1,119,380,132</b>    |

Notes:

The General Fund assumes a 4% increase for inflation.



**Department of Corrections  
Five-Year Strategic Plan for FY 2005 to FY 2009**

**Measures of Success**

***Offender Operations***

|   |
|---|
| # offender on staff assaults per 1,000 inmates  |
| # major offender on staff assaults per 1,000 inmates  |
| # minor offender on staff assaults per 1,000  |
| # monthly offender on offender assaults per 1,000 inmates   |
| # escapes from secure perimeters  |
| # escapes from exterior work crews  |
| # major disturbances  |
| # minor disturbances  |
| % of eligible inmates placed in appropriate work assignments  |
| % major rule violations reduced   |
| # major rule violations   |
| % of drugs/paraphernalia brought into prisons   |
| % of correctional series staff passing annual core competency test and demonstrating abilities through practical applications |
| % compliance with annual audits/assessments   |
| % of offender population testing negative for drugs and alcohol   |
| % offenders tested randomly that were negative  |
| % offenders targeted that tested negative   |
| % of total offender population randomly tested for drugs and alcohol each month   |
| # of victim focused community service hours   |
| # community betterment hours  |
| # offenders working under agency contracts  |
| # hours worked under agency contracts   |
| # hours worked in victim focused community service by offenders under community supervision                                   |
| % increase in victims' compensation fees collected  |
| \$ victims' compensation fees collected   |
| % offenders arrested for new felony crimes and misdemeanors per month   |
| % offenders arrested for technical violations per month   |
| % offenders under community supervision who absconded with warrants completed per month                                       |
| % offenders who successfully complete their community supervision term that participated in the Transition Program            |
| % offenders who successfully completed their community supervision term that completed the Return to Custody TOTL program     |

# Department of Corrections

## Five-Year Strategic Plan for FY 2005 to FY 2009

### *Program Services*

|   |
|---|
| <b>Intake and Assessment</b>  |
| % offenders identified, fingerprinted, photographed, assessed for STG/vulnerability issues and have a file initiated                |
| % offenders who leave intake with corrections plan  |
| % offenders who completed test battery on day two of processing   |
| <b>Education</b>  |
| % placed in Functional Literacy class   |
| % of assessed inmates achieved 8 <sup>th</sup> literacy standard  |
| % inmates in special education within 21 days of intake   |
| # GED graduates   |
| % of participating offenders who completed Work Based Education program   |
| Maintain utilization rate for functional literacy at above 90%  |
| Increase to and maintain 90% utilization rate for Work Based education programs   |
| <b>ACI</b>  |
| % of programmable offender population worked in ACI work programs   |
| # of new partners or ACI owned and operated businesses  |
| Total \$ annual revenue   |
| \$ of annual revenue from all prison operations   |
| <b>Religious Programs</b>   |
| % increase of offenders involved in organized religious activities  |
| % reduction of offenders who return to custody that were provided mentor services during transition                                 |
| % increase of religions represented   |
| <b>Substance Abuse Programs</b>   |
| % assessed within 30 days of entry into formal substance abuse treatment program  |
| # offenders in formal treatment program   |
| # offenders successfully completing formal treatment program  |
| % of offenders completing UAs that tested negative  |
| % offenders who tested negative for at least 90 days after release into community from Women in Recovery or Men in Recovery program |
| <b>Mental Health Program</b>  |
| # mental health inmates receiving a formal assessment   |
| <b>Sex Offender Program</b>   |
| % offenders completing sex offender treatment   |
| <b>Health Services</b>  |
| Average daily healthcare cost per offender  |
| # days in-patient hospital care   |
| % medical grievance appeals reduced   |

# Department of Corrections

## Five-Year Strategic Plan for FY 2005 to FY 2009

### *Support Services*

|  |
|--|
| <b>Human Services</b>  |
| % salary increase for COs  |
| % of newly hired COs dismissed   |
| # staff promoted to a master class   |
| % of CO turnover   |
| % of all employees receiving awards for efforts of achievement of department goals |
| <b>Staff Development and Training</b>  |
| Average test score %   |
| % of COIs receiving 80 hours of OJT within one week post graduation pre-service    |
| % of supervisors scoring 80% or better in core competency testing                  |
| % of employee formal grievances  |
| % of sergeants completing OJT within 90 days of promotion                          |
| % of newly promoted supervisors completing PDP within 90 days                      |
| % of newly promoted sergeants completing SLA within 90 days                        |
| % of newly hired COIs participating in 40 hours OJT within 90 days                 |
| Percent of newly promoted COIs completing academy within 90 days                   |
| % of cadets receiving Parallel Universe curriculum                                 |
| % of all staff receiving Parallel Universe curriculum                              |
| % of all staff receiving "Direct Supervision" curriculum                           |
| # of annual resignations of new cadets   |
| % of staff completing career mapping plan  |
| % of staff receiving 40 hours of in-service training                               |

**Department of Corrections**  
**Five-Year Strategic Plan for FY 2005 to FY 2009**

*Office of the Director*

|  |
|--|
| <b>Office of Victim Services</b>   |
| # of victim requests and # packets sent  |
| % victim notifications sent timely   |
| # of crime victims that received direct services via phone, personal, or written correspondence. |
| # of new opportunities monthly for offender involvement in victim focused activities             |
| # of hours monthly of offender involvement in victim focused activities                          |
| # of opportunities during month to promote victim services within ADC and in the community       |
| # staff who are crime victims receiving services   |